



CENTRAL INTELLIGENCE AGENCY

WASHINGTON, D. C. 20505

OFFICE OF THE DIRECTOR

27 January 1969

Mr. Mortimer M. Caplin, President
National Civil Service League
1028 Connecticut Avenue, N. W.
Washington, D. C. 20036

Dear Mort:

I appreciate the opportunity to again nominate Colonel L. K. White for the Career Service Award of the National Civil Service League. The nominating papers are enclosed but I want to say a word here about "Red" White.

On reading our file on last year's submission, the low key we struck was notable. But if ever a man has left a lasting mark on an organization, "Red" White has. The leadership, courage, and coolness under fire which brought him the Distinguished Service Cross and Silver Star in World War II have been challenged and needed in his career here. The nominating papers amply describe the what of his contribution to the growth and success of CIA -- but the how and the value are not susceptible to easy or brief description. In capsule he was the principal architect of the Agency's management structure and having designed it, he built it. To mix my metaphors, he makes things go -- go with efficiency, with aptness, with humaneness. No man of CIA has made a greater or what will be a more lasting contribution.

I make this nomination with the conviction that Colonel White's career measures with the best.

Sincerely,

A handwritten signature in dark ink, appearing to read "Dick".

Richard Helms
Director

Enclosures

NAME, TITLE AND GRADE: Lawrence K. White, Executive Director-
Comptroller, EP IV

ORGANIZATIONAL LOCATION: Central Intelligence Agency, Washington,
D. C. 20505

RESIDENCE: STATOTHR

EDUCATION: 1929-33 U. S. Military Academy, West Point -- B. S.,
Engineering, Philosophy; 1937 Infantry School, Ft. Benning,
Georgia; 1953 Human Resources Program; 1959 Advanced
Management Program, Harvard University; 1960 Manage-
ment Analysis Conference, Brookings Institution

LENGTH OF SERVICE: 21 Years MARITAL STATUS: Married,
3 Children

DATE AND PLACE OF BIRTH: 10 June 1912, Union City, Tennessee

It's a long way from the Philippine Scouts of pre-Pearl Harbor days to the top managerial post in the Central Intelligence Agency. For Lawrence K. ("Red") White, West Point '33, it has encompassed two careers, in successive stages of experience which added up to unusual preparation for an executive position unique in the Federal service.

As a young officer in World War II Colonel White saw combat duty in the South and Southwest Pacific until a brilliant and promising career was brought to an end in 1945 when he was seriously wounded while leading his troops in the liberation of the Philippines. After two years of hospitalization he was retired as Colonel, U. S. Army, with impressive military honors including the Distinguished Service Cross and the Silver Star.

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When the Central Intelligence Agency was officially created, Colonel White's demonstrated executive ability and personal leadership were called upon to help organize the machinery and formulate procedures and policies

of the nation. Seldom does a citizen have the opportunity to give two careers to the nation. Rarer still is the citizen who seizes such an opportunity and excels. Lawrence K. White is one of those rare men.

Submitted by: Richard Helms
Director of Central Intelligence

NOMINATION STATEMENT OF LAWRENCE K. WHITE
FOR THE CAREER SERVICE AWARD

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Colonel Lawrence K. White, USA (Ret.), enjoyed a long and successful career in the Army before entering the field of intelligence [] and received the following military honors: Distinguished Service Cross, Silver Star Medal, Legion of Merit with Oakleaf Cluster, Bronze Star Medal with Oakleaf Cluster, Navy Commendation Ribbon, Purple Heart, American Defense Service Medal, American Campaign Medal, Asiatic Pacific Campaign Medal with two Bronze Battle Stars, Philippine Liberation Ribbon with Bronze Battle Star, and the Combat Infantry Badge. The honors and decorations given to him for meritorious service and bravery during World War II and the high esteem in which he is held in the Central Intelligence Agency and the United States intelligence community are evidence that "Red" White has a position of prominence among men and women who have made unique contributions to the maintenance and strengthening of our national security.

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talents were required in the Agency's Administrative Directorate. He served as Assistant to the Deputy Director for Administration from 1952 until 1954 when he was appointed by Allen W. Dulles, then Director of Central Intelligence, as Deputy Director for Administration -- a position now designated as Deputy Director for Support. In June 1965 Admiral Raborn, the Director of Central Intelligence at that time, appointed Colonel White as Executive Director - Comptroller, the Agency's top executive-management position which had been created in 1962.

As Executive Director-Comptroller, Colonel White is charged with overall responsibility for directing the budget, program analysis, and all manpower functions of CIA. He ensures necessary action by the proper components on decisions of the Director and Deputy Director, oversees internal management, and coordinates the activities of the four major Deputy Directorates of the Agency. Colonel White assumed the duties of Executive Director-Comptroller at a time when the demands from the White House and the national security departments and agencies for round-the-clock information and analysis of complicated and fast-moving foreign situations were constantly increasing. Colonel White is meeting the test and is effectively solving the complicated personnel, financial, and other internal management problems caused by the increasing demand for intelligence activity.

The enthusiastic response of the members of CIA to Colonel White's appointment as Executive Director-Comptroller is evidence of their regard for the executive ability, integrity, and dedication to the Agency which he had earlier demonstrated as Deputy Director for Support -- a position in which he was well known to employees at all levels in the Agency.

As Head of the Support Directorate, he was responsible for overall support for all intelligence, operational, and related activities. He directed the financial, personnel, training, communications, logistics, legal, and medical activities of the Agency during a period when CIA was "growing up." These responsibilities brought him into close personal contact with all principal departments and committees of the Executive and Legislative Branches of the Government, and he thus developed a depth of experience in public administration and management, and gained a broad knowledge of Government practices which he has effectively utilized in meeting the many unusual and complex requirements of this Agency.

As Deputy Director for Support, Colonel White is credited with building the Support Offices into service-oriented organizations sensitive in their response to the Agency and employee alike. His leadership in the development of new policies and procedures in the support functions of the Agency and his day-to-day effective management of the many housekeeping functions which "keep the wheels going" was and is of great significance to the effective functioning of CIA on the home front and in maintaining its "eyes and ears" abroad. Possessing a keen appreciation of the Agency's mission and the complexities involved in conducting operational activities throughout the

world as well as the vision and imagination which pioneers new avenues of progress, Colonel White innovated many important advances and improvements in Agency administration.

Some of the many programs fostered by Colonel White are as follows: a Career Officer Training Program which competent authorities in the training community have called the best of its kind in Government and industry; a world-wide communications system which has been vital in times of national crisis and has been praised by the President and the highest officials in Government; a global security program which has been highly commended not only by many departments of the U. S. Government, but also by foreign governments; an Agency benefits and services program which among other things includes health and life insurance programs that pre-dated government programs and provided extensive coverage and excellent protection for our employees; and the development of a highly specialized and complex financial organization which has contributed greatly to the effectiveness of the Agency's mission. We should add to this list Colonel White's contributions to legislation which has been of great importance, for example, the conception and enactment of Public Law 88-643 providing for a Central Intelligence Agency Retirement and Disability System for certain groups of our employees and, last but not least, we should mention the major role Colonel White had in connection with securing a new Headquarters Building for the Agency.

During his distinguished career in CIA, Colonel White has put forth efforts significantly above and beyond the requirements of his position. His constant search for vital information and means to improve the management and efficiency of CIA is matched only by his capacity to integrate this information into meaningful policy and lines of action. His role in making the Agency career service system, which he helped to establish, function effectively is an example of the rare combination of idealism and realism which he has demonstrated in his solutions to very difficult and unique problems. This system includes the career management of personnel through multiple "Career Services" representing the Agency's major fields of vocational specialization in contrast to its organizational structure. Colonel White applied this concept most effectively to provide the broadest possible career opportunities to the generalist "Support Officer" who performs administrative and managerial functions in the various organizational components of the Agency. This system provides fluidity in assignment,

for the first central intelligence organization in the history of the United States. While there were some precedents of wartime military intelligence operations, and a few foreign intelligence services which could serve as partial models, there were no existing criteria upon which to base a peacetime American intelligence service as provided for in the National Security Act of 1947. Colonel White met this organizational challenge with exceptional judgment based on experience and a background few could equal. Thanks to these attributes and his imagination, creativity and managerial ability, Colonel White, over a period of 13 years from 1952 to 1965, was personally responsible for the conception, establishment and direction of the complex structure which supports world-wide intelligence operations.

Among the many programs Colonel White fostered in those years are a world-wide communications system which has been vital in transmitting intelligence in times of national crises; a global security program which ensures the integrity of our personnel and activities; a special finance system which is responsive to immediate operational requirements throughout the world and yet at the same time provides the most exacting controls and accountings; a medical and logistics system which serves the complicated demands of Agency operations and activities; and a recruitment and training program which brings into the Agency personnel of the highest calibre and qualifications and prepares them to function effectively in one of the most unusual of professions - intelligence.

In 1965 Colonel White was named Executive Director-Comptroller of the Agency, the post he holds today, and his application of the latest developments of our technical age to the operations of the Agency is typical of the forward outlook he has brought to every assignment throughout his Agency career. In this top executive management position, Colonel White is the third in the chain of Agency command after the Director and Deputy Director of Central Intelligence. His is the overall responsibility for ensuring the vitality and effective functioning of the Agency in a fast-moving, complicated world. To the traditional task of management are added the unusual and sometimes exotic demands inherent in the functions of intelligence. He must have a constant awareness of the external factors of politics, technology, and social attributes which affect the Agency, and of the impact of his decisions upon its institutional character. This he has; for in forty years of public service, Colonel White has developed to an unusual degree the abilities and understanding which enable him to contribute immeasurably to the achievement of this Agency's objectives and thereby to the security

allowing support personnel to move from one operational component to another to meet Agency manpower requirements and still achieve their full stature in their respective career fields. Executives in several other Government agencies have evidenced a great interest in the successful way the Agency has developed staff/line responsibilities in regard to management and career development of personnel.

Colonel White is credited with developing management concepts and practices which have resulted in notable improvements in the operational effectiveness of our Agency. From the very start of his service with CIA he has been a powerful influence upon the development of the institutional character of this Agency. It has been said that he is a down-to-earth idealist who is a tough-minded executive having a human understanding that both guides discipline and tempers judgments. His outstanding achievements exemplify to an exceptional degree the primary characteristics of public administration: competence, character, integrity, and dedication to country.

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Colonel Lawrence K. White

Professional organizations:

Trustee Emeritus, Government Services, Inc.

Executive Officers Group, USG

Social and civic organizations:

Legion of Valor of the United States of
America, D. C. Chapter

37th Infantry Division Association
West Point Society of D. C.
Association of Graduates, USMA
President, Class of 1933, USMA, 1968-69
General of the Army Douglas MacArthur
Commemorative Dinner Group

Army Navy Country Club

President, Fathers Club, Landon School for
Boys, 1966-67

Media:

Union City, Tennessee (Messenger)

St. Louis, Missouri

Washington, D. C.

West Point Assembly - West Point, New York